

# Appendix I: Montana Tribal Tourism Alliance (MTTA), and Tribal Actions

## *Tourism and Recreation Goals and Actions*

Montana's ten tourism goals were developed from prioritized issues and opportunities identified by Montana citizens, businesses, and other tourism and recreation stakeholders during statewide public workshops, an online survey, and other meetings and interviews. These goals provide the framework for turning Montana's tourism Vision into reality by 2012.

### **Actions Identify Steps to Achieve Goals**

To realize each of the goals, specific actions were developed, along with objectives to measure the accomplishment of each action. This appendix lists only the actions for which the Montana Tribal Tourism Alliance and other tribal partners are responsible to implement and/or report.

Descriptions of the Actions begin on the next page, including priority level and responsible partners to lead and assist with implementation (the first partner listed in bold is the lead while the others are partners to support or assist). Partner categories are color-coded, as noted below. A table listing and summarizing all actions, with their priority level, timeline, and responsible parties, appears at the end, along with a key to the partner codes.

#### Responsible Partner categories color coding key:

BLUE	Travel Montana
YELLOW	TAC, State & Local Government (policy makers)
RED	Tourism Regions & CVBs
GREEN	State & Federal agencies (other than Travel Montana)
GRAY	Business and business association, and land owners (Chambers, MIKA, TIAM, etc.)
FUSCHIA	<b>MTTA, Tribes, MIBA, BIA</b>
WHITE	Nonprofit organizations (no shading)

## Goal 1: Increase four-season tourism revenues statewide through effective marketing and promotions, focusing on high-value, low-impact visitors.

### Action 1.1: Implement highly targeted consumer advertising and promotion campaigns, based on strategic marketing plans, and track/report results.

Coordinate highly effective promotion efforts among state, regional, local, and private partners to maximize reach to specific target and niche markets, achieving lower costs, broader impact, and higher return on investment. Increase the percentage of funding used for proactive publicity and media relations, and web-based relationship marketing, compared to paid advertising placements.

1.1.a. Expand public-private marketing partnerships with tourism businesses and attractions in publicity, web marketing, advertising, publications, and other promotions. Leverage public and private marketing investments to expand Montana's reach, penetrate new markets, and improve marketing effectiveness with a consistent message and brand.

Priority: High

Responsibility: TM, REG, CVB, CC, BIZ, MTTA

#### Measurable Objectives:

- Identify and implement at least four off-peak season cooperative promotions annually (four statewide, plus four per region and CVB)
- Leverage \$4 million in annual Travel Montana advertising expenditures into \$10+ million in media value.
- Generate at least \$500,000 in private sector investment participation in cooperative advertising and promotion efforts annually.
- Increase the number of user sessions by 25% per year on Travel Montana and partner web sites.
- Work toward implementing monthly reporting of lodging sales and tax collections by Montana lodging industry and Department of Revenue by July 2010 (to measure results of marketing efforts more effectively).

Responsibility to track/report: Travel Montana, Regions, CVBs

1.1.b. Continue winter marketing, promoting Montana as a superb destination for skiing, snowboarding, snowshoeing, snowmobile touring, ice fishing, and families and groups simply seeking a "snow experience". Based on market research, accentuate images and messages that appeal to each winter target market segment. Encourage businesses and communities to create packages/events highlighting unique winter experiences, and list them on Montana's winter web site: [www.wintermt.com](http://www.wintermt.com).

Priority: High

Responsibility: TM, MSAA, REG, CVB, BIZ, MTTA

#### Measurable Objectives:

- Increase nonresident visitation in winter season (Q1) by 15% by 2012.
- Identify new winter target markets with accompanying promotion efforts annually (one statewide, plus one per region/CVB).

Responsibility to track/report: Travel Montana, Regions, CVBs, ITRR

1.1.c. Attend consumer travel shows that target specific high value, low impact markets. Disseminate show information to tourism/recreation partners (private, nonprofit, tribal). Develop packages that target consumer show customers. Coordinate a Montana presence at shows among regions, CVBs, businesses and attractions, and share leads.

Priority: Medium

Responsibility: REG, CVB, BIZ, MTTA

#### Measurable Objectives:

- Develop five targeted packages for show attendees.
- Disseminate at least 50 leads per show to tourism/recreation partners.
- Report bookings received by Montana industry participants.

Responsibility to track/report: Regions, CVBs

1.1.d. Continue marketing to international travelers. Work with Rocky Mountain International to provide annual reports about Montana product 'on the shelf' in the overseas markets. Educate Montana tourism suppliers about needs and expectations of international travelers. Disseminate tour operator/media leads and copies of articles published in international travel publications to Montana businesses and attractions. Provide semi-annual reports to Montana tourism partners about media value.

Priority: Medium

Responsibility: TM, REG, CVB, BIZ, MTTA

Measurable Objectives:

- Conduct a survey of the Montana tourism industry in 2008 to measure results of international marketing efforts.
- Increase product offerings by international tour operators, focused on off-peak season niche activities.
- Increase overseas visitation from 3%-4% of all nonresident travelers to 5% of nonresident travelers by 2010.

Responsibility to track/report: Travel Montana, TRR

### **Action 1.2: Promote Montana to targeted groups and events, emphasizing off-peak season.**

Groups and events provide opportunities to build off-peak season business in Montana, through highly targeted sales and promotion efforts.

1.2.a. Amplify targeted sales and marketing to attract groups, meetings, and conferences to Montana, tapping the standards and resources of the Destination Marketing Association International (DMAI, [www.iacvb.org](http://www.iacvb.org)) and/or the Western Association of CVBs (WACVB, [www.wacvb.org](http://www.wacvb.org)). Develop/purchase lists of targeted nonresident groups, and implement aggressive sales and bidding efforts. Update appropriate listings on [montanameetings.com](http://montanameetings.com). Continue the 'Invite-a-Convention' program to involve citizens, businesses, and universities to assist with group and event recruitment.

Priority: High

Responsibility: CVB, REG, TM, BIZ, UNIV, MTTA

Measurable Objectives:

- Attract at least 50 new conferences or group gatherings of 100-150 people or more from outside Montana annually (average of 4-5 per CVB per year).

Responsibility to track/report: CVBs

1.2.b. Work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons. Identify opportunities to use existing facilities to host sports competitions (stadiums, general aviation airports, rodeo arenas, rural roads/trails, lakes, bowling alleys, ball fields, golf courses, downhill/XC ski facilities, etc.). Work with local sports clubs to contact sports associations or federations and explore possibilities for events to be hosted in Montana.

Priority: High

Responsibility: CVB, NPO, CC, BIZ, REG, TM, TRB

Measurable Objectives:

- Statewide, attract at least two new western or national sports competitions to Montana annually.

Responsibility to track/report: CVBs, Chambers, Regions, Travel Montana

1.2.d. Target travel media to increase the visibility of Montana as a leisure travel destination. Proactively pitch Montana press releases and story ideas to travel media such as the Northwest Outdoor Writers Association and Outdoor Writers Association of America, as well as niche and online media. Disseminate leads and industry trend information to tourism businesses and attractions. Conduct publicity workshops for tourism businesses and attractions. Coordinate a publicity strategy with private/nonprofit partners, based on target markets and seasons.

Priority: High

Responsibility: TM, CVB, REG, BIZ, MTTA

Measurable Objectives:

- Host at least one travel media group familiarization tour, and two to four individual familiarization tours per region annually.
- Maintain a statewide database of at least 1,400 travel journalists, and communicate with them regularly.

- Statewide, generate publicity about Montana destinations worth an advertising equivalency of \$14 million annually.

Responsibility to track/report: Travel Montana, Regions, CVBs

1.2.e. Continue to target tour operators to bring group tours and packaged vacations to Montana. Promote Montana as an off-peak season destination for group/package educational and experiential tours. Focus on tour operators from the National Tour Association, American Bus Association, and Motorcoach Canada, as well as small independent/boutique tour operators.

Priority: High

Responsibility: TM, CVB, REG, BIZ, MTTA

Measurable Objectives:

- Statewide, generate six to ten new tour group trips annually.

Responsibility to track/report: Travel Montana, Regions, CVBs

### **Action 1.3: Work collaboratively with other tourism marketing partners to plan and implement priority marketing efforts.**

Montana has limited public and private resources for tourism marketing compared to other destinations. By partners working together to plan strategically and leverage resources, Montana can maximize its effectiveness.

1.3.a. Host an annual Marketing Plan meeting between Travel Montana, regions, CVBs, Tourism Advisory Council, MTTA, and other state/federal agencies involved in tourism and recreation, to coordinate the marketing planning process. Schedule the meeting in January or February prior to the region/CVB Marketing Plan deadlines. Highlight successful programs. Discuss and identify priority target markets, state marketing strategies to reach each market, and ways to coordinate and leverage state and local marketing efforts. Discuss the relationship between tourism marketing and public land/facility management capacity, and how results of marketing strategies will be measured by all partners.

Priority: High

Responsibility: TM, TAC, REG, CVB, FWP, MHS, MDT, MAC, MHC, NPS, USFS, BLM, FWS, COE, MTTA, TIAM, MSA

Measurable Objectives:

- Achieve at least 80% participation from representatives of regions, CVBs, TAC, MTTA, and state and federal agencies.
- Develop successful outcomes as measured by participant evaluations.

Responsibility to track/report: Travel Montana

1.3.b. Implement the new Montana tourism brand to enhance the state's image and message in priority markets.

Priority: High

Responsibility: TM, REG, CVB, BIZ, MTTA, DOAg, FWP, DOC, MHS, MAC, MHC, DNRC

Measurable Objectives:

- Encourage tourism and recreation partners statewide to incorporate the Montana brand into marketing efforts.
- Where appropriate, encourage other state departments/agencies to use the brand in their marketing efforts.

Responsibility to track/report: Travel Montana, Regions, CVBs, MTRI, MTTA

1.3.c. Conduct educational workshops, presentations, and webinars to build marketing capacity and awareness, and showcase successes, among community and business partners.

Priority: Medium

Responsibility: TM, REG, CVB, CC, MTTA

Measurable Objectives:

- Conduct at least one marketing workshop for tourism and recreation industry partners in each tourism region annually.
- Conduct at least one statewide tourism marketing webinar annually.

Responsibility to track/report: Travel Montana, Regions, CVBs, MTTA

1.3.d. Create cooperative marketing campaigns between agriculture and tourism. Identify key businesses/trade groups in agriculture and tourism, and form marketing/advertising partnerships. Collaborate to pinpoint mutually-beneficial images/themes. Work with agricultural marketing groups to create campaigns and leverage advertising dollars.

Priority: Low

Responsibility: TM, DOAg, REG, NPO, BIZ, MTTA

Measurable Objectives:

- Create one new cooperative marketing campaign between agriculture and tourism annually.
- Highlight cooperative marketing efforts in e-newsletter, and at regional workshops.

Responsibility to track/report: Travel Montana, MT Dept. of Agriculture

#### **Action 1.4: Improve Montana's Visitor Information System to extend visitor stays and spending.**

Visitor information systems are part of an integrated and comprehensive tourism marketing strategy. While traveling in Montana via highway, air, or rail, visitors need a comprehensive system of information for a successful vacation experience. An integrated system directs travelers to places they otherwise would not visit.

According to ITRR research, 10%-30% of nonresident travelers to Montana stop at state visitor centers. While this is a significant number of Montana travelers (1-3 million), the official visitor centers miss 70% to 90% of travelers. Therefore, other facilities/agencies that offer visitor information need to be integrated as part of a comprehensive statewide system. Additionally, other components of a comprehensive visitor information system are needed such as free wi-fi, podcasts, RSS feeds, video downloads, etc.

All of Montana's state, federal, local, and tribal partners should work together to create an improved system of information, cross-promotion, and even facility/event/activity bookings. Promote the system through travel web sites, visitor guides, and partners.

1.4.a. Create a database inventory of visitor information system (VIS) components available statewide (visitor and interpretive centers, short-wave Traveler Information System stations, kiosks, airport and rail station displays, rest areas, state/federal visitor information locations, tourist podcasts, museums, chamber offices, services at freeway exits, etc.). Identify the type of VIS component, services/information available, and hours/seasons of operation. Determine linkages (or lack of) between components, and gaps in the system, and develop strategies and partnerships to enhance the system and fill the gaps.

Priority: High

Responsibility: TM, REG, CVB, MTRI, MTTA

Measurable Objectives:

- Create a statewide inventory by December 2009, and update annually.
- Develop strategies to improve the system and fill gaps by December 2010.

Responsibility to track/report: Travel Montana

1.4.b. Establish criteria for "officially-designated" visitor information sites and services, and foster more collaboration between agency and private visitor services. Link visitor centers, museums, attractions, and businesses to leverage resources and provide quality visitor services statewide. Provide official designation (signs, stickers, web site listings) to key sites that meet the criteria, and work with MDT to improve signage to designated visitor centers. Include visitor center managers/staff in state and regional communications about marketing efforts, training opportunities, weather/fire updates, etc. Use an online form for designated centers/services to report visitor traffic, trends, and suggestions to Travel Montana.

Priority: Medium

Responsibility: TM, MTRI, MTTA, CC

Measurable Objectives:

- Establish criteria for sites within the MT VIS by December 2010 with involvement from regions, CVBs, MDT, and state/federal partners.
- Disseminate criteria and information about the process for official designation by December 2011.

Responsibility to track/report: Travel Montana

1.4.c. Provide advanced training for all Visitor Information Centers (VICs), including regional familiarization tours for state/federal/regional/tribal/local information staff and volunteers. Encourage site/service managers to collaborate with each other to provide training/orientation, and to ensure that information provided to travelers is accurate and consistent. VICs should coordinate hours/seasons of operation, and consolidate services where possible. Tap training resources such as Montana Superhost and the National Association of Interpretation.

Priority: High

Responsibility: TM, MTRI, REG, CVB, CC, BIZ, MTTA

Measurable Objectives:

- Conduct annual training workshops in each region for staff and volunteers of local, state, federal, and tribal visitor information/interpretive centers.

Responsibility to track/report: Travel Montana, Regions, CVBs, MTRI, Superhost

1.4.d. Use technology to enhance Montana visitor information and marketing efforts. Visitors increasingly use technology before and during their trips to plan, make decisions, and enhance their experience. Evaluate ways to incorporate technology into Montana's comprehensive visitor information system, such as expanded use of TIS systems, 511 system, audio tour downloads in MP3 format, wireless hot spots, easy access to podcasts, Real Simple Syndication (RSS) news/information feeds, blogs, computer workstations, etc. Ensure that components of the system are promoted on web sites and in visitor guides.

Priority: Medium

Responsibility: TM, MTRI, MTTA, CC

Measurable Objectives:

- Expand system of TIS stations, information available on 511 system, and locations for downloadable visitor information.
- Increase the number of free wireless hot spots available to visitors, with information on-site about tourism podcasts, RSS feeds, audio tours, etc.

Responsibility to track/report: Travel Montana, MDT, Chambers of Commerce

1.4.e. Expand displays of Montana destinations and products at State rest areas, airports, train stations, and visitor centers. Integrate Montana's VICs, rest areas, chambers of commerce, airports, and train stations into state economic development efforts by showcasing Montana's heritage and economy. Highlight Montana destinations and products in materials, furnishings and displays sponsored by business and nonprofit groups, such as products from Made-in-Montana and Grown-in-Montana. Work with local/regional organizations to voluntarily maintain displays with current information.

Priority: Medium

Responsibility: TM, MDT, DOC, MTTA, BIZ, CC, NPO, MEDA

Measurable Objectives:

- Develop system with MDT and airport managers by 2009 to enhance traveler information available at rest areas and airports.
- Implement system of enhanced information about Montana and its products, and maintain/expand annually.

Responsibility to track/report: Travel Montana, MDT, Chambers of Commerce

## **Goal 2: Attain public policy and citizen support for sustainable tourism and recreation.**

**Action 2.1: Build awareness through statewide publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.**

Distribute information through printed material, press releases, tourism listserv, economic development groups, etc. Emphasize issues identified in citizen opinion research, how concerns/opportunities are being addressed, and show benefits to residents (e.g., jobs, taxes, support for State Parks). Involve non-tourism groups in National Tourism Week activities, along with other events to build tourism awareness.

Priority: High

Responsibility: TM, REG, CVB, MTRI, MTTA, TIAM

Measurable Objectives:

- Distribute information monthly about tourism and recreation issues to industry stakeholders, policy makers, and media.

Responsibility to track/report: Travel Montana, Regions, CVBs, MTRI

### **Action 2.2: Provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.**

Distribute tourism data to local chambers of commerce and organization leaders to share with members, constituents and elected officials. Conduct outreach at state, regional, and local meetings and events. Send e-mail communications to elected officials and MTRI agency directors. Present key tourism issues/trends to the Montana Assn. of Counties and Montana League of Cities & Towns; discuss tourism concerns/ opportunities, and seek creative/collaborative ways to address them. Support the Travel Industry Association of Montana in sponsoring Tourism Day at the Legislature, and in measuring the impact of the event on legislators' awareness of tourism issues.

Priority: High

Responsibility: TM, REG, CVB, MTTA, CC, TIAM, MIKA, MEDA

Measurable Objectives:

- Give two to six presentations in each region, and six to statewide groups, annually.

Responsibility to track/report: Travel Montana, Regions, CVBs, MTTA, Chambers

### **Action 2.3: Change the state law and rules to broaden eligibility for the Montana Byways program (and access to federal funding).**

Encourage the Montana Legislature to change the Montana Byways program, so that more highways can be designated as state scenic/historic byways, and become eligible for federal funding for byway planning, improvement projects, and marketing. Coordinate efforts with the existing U.S. Forest Service National Forest Scenic Byway Program, Bureau of Land Management Backcountry Byway Program, and the Tribal Byways Program. Form a State Scenic Byways Advisory Committee and initiate local planning along proposed byway corridors and loops to begin the designation process. Gather local public input to establish values and parameters for corridor or byway designation, and respect community heritage and character in the process of developing byway/corridor plans and marketing strategies.

Priority: Medium

Responsibility: SG, MDT, USFS, BLM, TRB, CC, TIAM, NPO, MEDA

Measurable Objectives:

- Accomplish changes in law and rules in the 2009 legislative session.

Responsibility to track/report: MDT

### **Action 2.4: Address ongoing and emerging tourism and recreation policy issues through collaborative efforts between policy-makers, agencies, businesses, nonprofit organizations, tribes, etc.**

Some ongoing and emerging issues related to tourism and recreation in Montana require decisions or rule changes by state and/or federal policy-makers (see Chapter 4, pages 42-46). These issues are multi-jurisdictional and complex, so they cannot be addressed easily by a single agency or group, yet they consistently appear as priority issues in surveys of Montanans. Many of the issues are common to other western states, and are the subject of lobbying and advocacy efforts by the Western States Tourism Policy Council (WSTPC, [www.dced.state.ak.us/wstpc](http://www.dced.state.ak.us/wstpc)).

Priority: Medium

Responsibility: TAC, MTRI, TM, WSTPC, SG, TIAM, MEDA, MTTA, TRB

Measurable Objectives:

- Prioritize issues and identify potential inter-agency policy actions annually.
- Address priority issues and report annually to tourism and recreation industry partners.

Responsibility to track/report: TAC, MTRI, MTTA

### Goal 3: Address management and access issues for sustainable recreation on private, state, and federal lands.

#### Action 3.5: Identify actions and initiatives to reconnect families and youth with the outdoors, and identify ways to link outdoor programs with statewide science, math, and language curriculum standards/initiatives.

Sponsor programs that encourage kids to spend more time outdoors, involving the Governor's office, state/federal agencies, tribes, nonprofit groups, and businesses. Use initiatives to improve public health, encourage education about the outdoors, enhance tourism efforts, and increase public appreciation for the importance and protection of the outdoors for future generations. Develop partnerships and seek private and foundation funding to implement statewide initiatives.

Priority: Medium

Responsibility: **SG**, **MTRI**, **UNIV (Extension 4-H program)**, **TRB**, **LG**, **NPO**, **BIZ**

##### Measurable Objectives:

- Identify specific actions and funding sources annually for 2008-2012.
- Implement actions, report results in terms of participation and benefits realized.

Responsibility to track/report: **MTRI**

### Goal 4: Enhance and preserve Montana's culture and history (historic sites, museums, art, music, etc.).

#### Action 4.1: Promote Montana's existing historic and cultural assets for the enjoyment of residents and visitors.

4.1.a. Use local historic/cultural/tribal attractions as venues for conferences, events, and educational seminars. Work cooperatively to use historic/cultural attractions, sites, and guided services as interesting venues for meeting and convention receptions/events, and to provide exposure and revenue for those attractions/services. Host receptions and tours at museums, galleries, theaters, Lewis & Clark sites, etc., and educational workshops and forums at historic sites like Virginia City. Use creative venue ideas for recruitment of conventions. Create annual statewide CVB/venue awards for creativity.

Priority: High

Responsibility: **CVB**, **REG**, **BIZ**, **MHS**, **MHC**, **MAC**, **TM**, **MTTA**

##### Measurable Objectives:

- Use historic/cultural facilities at least 50 times annually as venues for visiting conference groups (4+/year/CVB).

Responsibility to track/report: **CVBs**, **MTTA**, **MHC**

4.1.b. Develop artisan/craftsmen trails statewide to highlight Montana's history and culture. Highlight the many Montana artists and craftsmen via 'Artisan Corridors or Trails' to attract high-value, low impact travelers. Identify artisans, craftsmen, and annual art/craft events. Define regional Artisan Trails to be promoted, and develop marketing opportunities and funding sources. Ensure protection of intellectual and artistic property rights.

Priority: Medium

Responsibility: **DOC** / **TM**, **MAC**, **MHS**, **UNIV**, **MTTA**, **REG**, **NPO**

##### Measurable Objectives:

- Identify at least two trails per region, with theme and art/craft/history/culture/tribal highlights along each, by 2010.
- Develop and implement marketing strategies for the trails by 2011.

Responsibility to track/report: **Travel Montana**, **MAC**, **MHS**, **Regions**, **MTTA**

4.1.c. Enhance the online statewide calendar of arts/cultural/historical/tribal events. Maximize arts/cultural/historical events promotion by creating a comprehensive online calendar that is searchable by topic, date, or location. Encourage regional, local, and tribal stakeholders to contribute to and use the online calendar.

Disseminate directions for calendar input to all stakeholders. Seek to integrate existing calendars of events provided by private arts publications into state and regional web sites.

Priority: High

Responsibility: TM

Measurable Objectives:

- Develop a comprehensive searchable calendar solution by December 2010.

Responsibility to track/report: Travel Montana, MAC, MTTA

4.1.d. Enhance the Montana Tribal Tourism Alliance (MTTA) and its marketing efforts (web site, coordination, DVD of Indian activities, etc.). Establish reciprocal promotion efforts between MTTA and Travel Montana. Assist MTTA to continue to be an advocate for tribal tourism, and a strong partner with the tourism regions. Offer specialized tourism training content for tribal representatives (i.e. tour guide development, business of tourism, etc.).

Priority: High

Responsibility: MTTA, TRB, MIBA, TM, REG

Measurable Objectives:

- Identify and implement specific cooperative marketing efforts annually.
- Annually identify and implement one tourism education opportunity per reservation and 2-3 off-reservation.
- Annually update the Tribal Nations portion of Travel Montana web site.

Responsibility to track/report: Travel Montana, MTTA

4.1.e. Plan and promote commemorations of historic events in Montana (i.e., David Thompson Bicentennial in NW Montana 2008-2011 and others).

Highlight historic and cultural events as appropriate to attract heritage and cultural travelers. Identify upcoming commemorations of cultural and historic events, and strategies to market them.

Priority: Medium

Responsibility: MHS, TM, MTRI, REG, CVB, NPO, BIZ, CC, TRB

Measurable Objectives:

- Develop and implement three marketing strategies for the David Thompson Bicentennial Commemoration annually in 2009, 2010, and 2011.
- Annually identify and promote other commemorations.

Responsibility to track/report: MHS, Glacier Country, Travel Montana

#### **Action 4.2: Improve and maintain infrastructure, facilities, and services to support heritage and cultural tourism in Montana.**

Travelers have become more sophisticated and affluent, and their tastes and expectations have changed. They expect interactive and stimulating displays, professionally printed signs and display labels, well maintained facilities, spotless restrooms, attractive landscaping, and well-trained staff with confident interpretive skills. In exchange, these travelers willingly support high quality facilities and services with entrance fees, retail purchases, gratuities, and donations.

4.2.a. Enhance the interactivity and quality of Montana interpretive displays, programs, and facilities for visitors.

Create partnerships and combine resources to produce professional, accurate interpretive programs, tapes, signage, etc., for guided/self-guided tours. Enhance sites and facilities to accommodate educational programming, workshops, school field trips, and "volun-tourists" to assist with project work. Where appropriate, consider partnering with businesses to sponsor, enhance, or manage programs and facilities. Incorporate age-appropriate programs/activities for children and youth.

Priority: High

Responsibility: MHS, MAC, FWP, NPS, USFS, COE, BOR, BLM, FWS, TRB, NPO

Measurable Objectives:

- Complete enhancements to at least two facilities per region annually.

Responsibility to track/report: MHS

4.2.b. Augment tourism facilities, services, and marketing capacity within Montana Indian reservations.

Travelers are interested in Montana's American Indian culture, both historical and contemporary. Enhance educational and tourism-related facilities, services, artisan displays/galleries, and interpretation on Montana's Indian reservations, including receptive tour services, interpretation, dining, lodging, retail, "Seven Lodges" concept, encampments, pow wows, etc.

Priority: High

Responsibility: TRB, MTTA, TM, BIZ

Measurable Objectives:

- Identify and prioritize a list of needs for each Montana Indian reservation.
- Assist with implementation of at least one tourism-related project/marketing effort per Montana Indian reservation annually.

Responsibility to track/report: MTTA, Travel Montana

4.2.c. Improve infrastructure at historic, tribal, and cultural sites to expand visitation and seasons. Montana's historic and cultural facilities often are limited to small numbers of visitors, or summer visitation, because of infrastructure issues like parking, utilities, and housing. Evaluate historic/cultural sites, and identify locations where investment in infrastructure or facilities could significantly increase visitation and revenue opportunities (i.e., Virginia City, Glacier National Park lodges, state parks). Develop a state heritage tourism marketing strategy.

Priority: Medium

Responsibility: MHS, MHC, MTRI, NPS, FWP, TRB, MTTA, LG, TM (TIIP)

Measurable Objectives:

- Identify and prioritize a list of facility upgrades and funding sources by December 2008.
- Implement infrastructure improvements to at least one facility per region annually.

Responsibility to track/report: MHS, MHC, MTRI, NPS, FWP, MTTA, TM (TIIP)

**Action 4.3: Continue efforts to preserve Montana tribal culture (stories, language preservation, cultural preservation workshops, tribal museums/interpretive centers, tribal arts).**

4.3.a. Identify tribal fine arts, museums, events, and activities that emphasize nature, ethno-botany, and opportunities to observe and learn more about native culture. Encourage efforts to preserve oral histories and languages of Montana's Indian people and their places as told by tribal members. Collaborate to promote tribal culture, heritage, and cultural tourism through workshops and other educational events for the benefit of reservation residents and visitors.

Priority: High

Responsibility: MTTA, TRB, MIBA, MHS, MAC, DOC

Measurable Objectives:

- Bring a tourism relevant component to existing oral history and language projects, and annually identify those activities where this has occurred.
- Conduct at least one workshop per Montana Indian reservation annually to discuss cultural tourism opportunities.

Responsibility to track/report: MTTA

4.3.b. Continue to inventory cultural sites on public lands and determine appropriate interpretation and access for the public. Federal and state land management agencies are required by federal law to identify and preserve cultural sites on public land. In some cases, these sites also present opportunities for education and interpretation for visitors. Successful partnerships to interpret cultural resources help to preserve Montana's rich tribal history, and increase appreciation for them among residents and visitors. An example is the partnership at Lake Koocanusa between the Confederated Salish and Kootenai Tribes, Corps of Engineers, and Bonneville Power Administration.

Priority: Medium

Responsibility: USFS, BLM, COE, FWS, NPS, BOR, DNRC, FWP, TRB

Measurable Objectives:

- Implement interpretive/access improvements as approved by Montana tribes.

Responsibility to track/report: MTR, MTTA

## **Goal 5: Support appropriate tourism business growth, including new tourism products and services, for target customer markets.**

### **Action 5.1: Cultivate opportunities to leverage private and public dollars to create tourism products and attract new tourist markets.**

5.1.a. Create vacation packages, and develop theme itineraries, designed for off-peak season niche markets targeted by promotion efforts. Package lodging with attractions, activities, events, meals, and transportation, focusing on off-peak season niche markets targeted by state/regional marketing efforts. Promote packages through tourism web sites, e-letters, podcasts, visitor centers, etc.

Priority: Medium

Responsibility: BIZ, REG, CVB, TM, MTTA

Measurable Objectives:

- Annually create and promote at least three off-peak season niche market packages/itineraries per region.
- Include a fam tour of the package/itinerary components as part of region meetings and VIC workshops.
- Highlight the packages/itineraries at the annual Governor's Conference.

Responsibility to track/report: Regions, CVBs

5.1.b. Expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities). Identify opportunities to increase indoor and outdoor winter activities, such as ice skating/fishing, snowshoeing, dog sledding, hot springs, arts/cultural/historical events and attractions, etc. Package and promote to targeted resident and nonresident markets.

Priority: Medium

Responsibility: BIZ, REG, CVB, TRB

Measurable Objectives:

- Identify and promote at least ten winter products/activities per region annually.
- Include a fam tour of winter activities at region meetings and VIC workshops.
- Highlight new winter products/activities at Governor's Conference on Tourism.

Responsibility to track/report: Regions, CVBs, MTTA

5.1.c. Encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences. Link farmers' markets and Made/Grown-in-Montana programs to tourism promotion. Provide information in travel guides and web sites, and at VICs. Encourage producers to become active in local/regional tourism organizations, and network with tourism businesses to buy and/or promote their products.

Priority: Medium

Responsibility: DOC, DOAg, BIZ, REG, CVB, TRB, EDO

Measurable Objectives:

- Identify/highlight local products in tourism marketing publications and web sites.
- Network with local producers at tourism meetings and workshops.
- Promote farmers markets, artisan shows, gallery tours, and other events that highlight local products.
- Ask restaurants to use local products for tourism meetings, workshops, etc.

Responsibility to track/report: DOC, DOAg, Regions, CVBs

### **Action 5.2: Provide information about technical and financial assistance available to tourism and recreation businesses.**

Montana offers significant resources to businesses to help them succeed, such as market research, business planning assistance, low interest loans, workshops, technology use, accessible database of tourism/recreation technical and funding resources, farm and ranch workshops, etc. Too often, however, businesses are unaware of these resources, and struggle to achieve profitability.

5.2.a. Inform businesses, communities, and organizations about technical and financial assistance programs through newsletters, web sites, tourism meetings, press releases, and business trade associations.

Priority: Medium

Responsibility: TM, REG, CVB, SBDC, TRB, MTTA, EDO, NPO

Measurable Objectives:

- Highlight assistance programs in Travel Montana e-newsletter, and at region/CVB/association meetings.

Responsibility to track/report: Travel Montana

5.2.b. Conduct entrepreneurship training for tourism/recreation businesses and “Indian-preneurs”. Encourage development of tourism services by providing training for business owners and managers, such as Indian-preneur/NxLevel courses, tourism marketing workshops, classes in financial management and workforce issues, and others which are tailored to tourism industry issues and needs. Advocate for BIA loans for Indian business owners.

Priority: High

Responsibility: MTTA, SBDC, TRB, MIBA, BIA

Measurable Objectives:

- Conduct at least four annual technical and financial assistance learning events, including at least one workshop annually to educate tribal members on the ‘business’ of cultural tourism.

Responsibility to track/report: SBDC, MTTA/MIBA, Travel Montana

## **Goal 6: Address tourism and recreation professional development, workforce availability, and affordable housing issues.**

### **Action 6.1: Enhance professional development opportunities and requirements for staff and board members of Montana tourism and recreation-related organizations.**

Raise the bar of professionalism through certifications and incentive-based rewards for staff, and through board training for tourism, recreation, historic, and cultural organizations.

6.1.b. Sponsor training for staff and volunteer board members of tourism, recreation, historic, and cultural organizations and agencies, using information provided by the Destination Marketing Association International (DMAI), Tourism Industry Association, ESTO, MNA, the National Association of Interpretation, National Recreation & Parks Association, National Main Street Center, etc.

Priority: High

Responsibility: REG, TM, MHS, MAC, MHC, NPS, USFS, FWS, COE, FWP, MMS, MTTA, MNA

Measurable Objectives:

- Sponsor at least one training per region annually regarding nonprofit organization management.

Responsibility to track/report: Regions

6.1.c. Enhance higher education programs for tourism and recreation careers, including continuing education for existing tourism and recreation professionals. Expand degree programs and continuing education in Montana universities and colleges for tourism and recreation, based on input from businesses and agencies. Support the programs through student recruitment, internships, work studies, and employment opportunities. Offer

specialized workforce training through distance learning. Inform businesses about workforce training funds and incentives that are available for new or expanding businesses, or for retraining dislocated workers. Participate in high school job fairs to promote the hospitality industry. Evaluate partnerships with organizations like the National Association of Interpretation and Professional Guide Institute to certify Montana interpreters, guides, and hosts. Encourage employment of Montana tribal members as managers at state/federal sites (e.g., Pompeys Pillar).

Priority: Medium

Responsibility: UNIV, MTRI, BIZ, NPO, MTTA

Measurable Objectives:

- Statewide, add at least four degree-related and continuing education classes annually for tourism and recreation.
- Develop a list of internship and work study opportunities in the tourism and recreation industry by 2009.
- Promote continuing education and work experience programs to students, businesses, and existing workers.
- Offer classes via distance learning to rural communities and Montana Indian reservations, beginning in 2008.

Responsibility to track/report: MT Board of Regents, MT Dept. of Labor & Industry (State Employers Council)

### Action 6.2: Improve systems to augment Montana's seasonal workforce for tourism and recreation.

6.2.b. Seek volunteers and volun-tourists to augment Montana's seasonal workforce and help with local recreation projects through volunteer opportunities web listings. Increasingly, travelers seek short and long-term volunteer opportunities to make their travel experiences more meaningful. Visitor centers, public campgrounds, land management agencies, and historic/arts groups seek volunteers to help with hosting, trail work, facilities rehabilitation, arts events, reenactments, etc. National volunteer opportunity listings are available at web sites like [www.TakePride.com](http://www.TakePride.com), [www.Volunteer.gov](http://www.Volunteer.gov), [www.Workamper.com](http://www.Workamper.com), and others. Partner with these sites to list Montana volunteer opportunities, provide links to the sites from state, regional and local tourism web sites, and list the sites in visitor guides. If necessary, work with DLI to create a central Montana volunteer opportunities online listing.

Priority: Medium

Responsibility: FWP, MHS, MHC, DLI, USFS, NPS, FWS, BOR, BLM, TRB, CC, TM

Measurable Objectives:

- Increase listings on state and national web sites for Montana volunteer opportunities.
- Provide ongoing links to volunteer opportunity listings from state/regional/local tourism web sites by March 2008.

Responsibility to track/report: MTRI, Travel Montana

6.2.c. Provide tourism recognition awards for Montana civic groups, clubs and citizens who volunteer for projects on public lands and historic/cultural sites and facilities. Reward Montana individuals and groups who volunteer their time to enhance Montana's tourism products. Use the federal "Take Pride" award program as a prototype. Incorporate awards into the Governor's Conference or TAC meetings, and promote winners statewide.

Priority: Medium

Responsibility: MTRI, MTTA, TM

Measurable Objectives:

- Solicit entries in February 2009, and present awards at the 2009 Governor's Conference, and annually thereafter.

Responsibility to track/report: MTRI

### Action 6.3: Encourage use of local development incentives and federal funds for construction of affordable workforce housing.

Workforce availability is an increasing challenge for the tourism industry, and a key factor in workforce availability is affordable housing. City and county governments, housing authorities, and the U.S. Departments of Housing & Urban Development and USDA have development policy options and funding programs for developers and nonprofit

housing groups, to increase the inventory of affordable housing in communities. Work with funding agencies to pursue such development.

Priority: Medium

Responsibility: LG, BIZ, CC, NPO, HUD, USDA, TRB

Measurable Objectives:

- Promote development incentives through local realtors, developers, contractors, and city/county planning offices.
- Increase the number of affordable housing units annually in targeted areas.

Responsibility to track/report: DOC, Chambers, EDO

## **Goal 7: Improve Montana's transportation system for both residents and visitors.**

### **Action 7.3: Improve and maintain Montana roads and bridges.**

Advocate for funding and implementation of Montana Department of Transportation highway and bridge improvement actions identified in TranPlan 21 and the Statewide Transportation Improvement Program (STIP). Encourage local input into decision-making on road improvements which will enhance or affect natural, historic, cultural, and community assets. Additionally, encourage partnerships and funding opportunities to address transportation infrastructure needs. Participate in the Western States Tourism Policy Council discussions about transportation issues.

Priority: Medium

Responsibility: MDT, SG, LG, TRB

Measurable Objectives:

- Annually seek funding through future federal transportation re-authorization bills to maintain and improve Montana roads and bridges.
- Complete at least two projects annually in each region.

Responsibility to track/report: MDT

### **Action 7.5: Expand bike/pedestrian trail systems in and between Montana communities, and connections to trailheads on state/federal lands.**

Form partnerships between local governments, agencies, tribes, private landowners, user groups, tourism businesses, and others to plan, seek funding sources, and address management of Montana's trail system. Use the State Trails Advisory Committee (STAC) to facilitate communication and action between partners. Integrate Montana's trail system with the state's primary transportation network and, where appropriate, provide alternatives to vehicular transportation, according to guidelines in the Montana State Trails Plan, TranPlan 21, and local transportation plans. Improve bike and pedestrian facilities in urban and rural areas, and combine improvements with byway activities for partnerships and federal funding.

Priority: Medium

Responsibility: NPO, MDT, FWP, USFS, FWS, BLM, TRB, LG, BIZ, LO

Measurable Objectives:

- Continue to expand the bike/pedestrian trail systems statewide by 2010.

Responsibility to track/report: MDT, Bicycling organizations

### **Action 7.6: Develop a user-friendly handbook to provide information about the highway signing process to businesses, attractions, and other tourism-related groups, including use of international symbols (symbol signs).**

Invite tourism businesses, historic/cultural groups, and state/federal agencies to participate in the completion of a user-friendly highway sign process handbook by the end of 2009. The handbook should explain the Manual of Uniform Traffic Control Devices (MUTCD), use of symbol signs, the Tourist-Oriented Directional Sign (TODS) and LOGO program, and the rationale for federal/state sign laws (e.g., safety, sign clutter, priorities, etc.). It also should

outline the Montana process to install/replace highway signs, and recommended process for local officials to assist with signing priorities based on important services/attractions for visitors. Distribute the handbook through tourism, government, and business organizations, and make it available as a downloadable file from the MDT web site. Create statewide design standards for continuity in special tourist corridor signs (loop tour, byway, cultural corridor signs).

Priority: Medium

Responsibility: MDT, TM, LG, TRB, BIZ, MHS, MTR

Measurable Objectives:

- Present a sign guidelines workshop at the Governor's Conference on Tourism.
- Complete a draft handbook and distribute electronically by December 2009 for stakeholder/Travel Montana review.
- Complete the final sign handbook and distribute statewide by April 1, 2010.

Responsibility to track/report: MDT, Travel Montana

## Goal 8: Enhance the “curb appeal” of Montana communities to attract visitors.

### Action 8.1: Increase the capacity of Montana communities to be more competitive in tourism.

8.1.c. Support City/County planning and growth policies that preserve the unique character of Montana, and minimize urban sprawl. Consistent with the principles of geotourism, encourage local officials to use planning and development tools that will enhance quality of life, as well as preserve community heritage. Form alliances of communities, tribes, agencies, private citizens, businesses, and private/nonprofit groups for cooperative funding and strategic planning.

Priority: High

Responsibility: LG, TRB, EDO, CC, BIZ

Measurable Objectives:

- Secure the support of at least ten counties and fifteen cities annually to adopt the Montana Tourism Charter, so that a total of 50 counties and 75 cities have adopted the Charter by 2012.

Responsibility to track/report: TAC, Chambers of Commerce

### Action 8.2: Implement improvements to make Montana communities more visitor-friendly.

8.2.a. Improve the appearance of community entrances, highway commercial areas, and public parks/facilities. Enhance key community areas with attractive landscaping, sidewalks, signs, and eradication of blight/eyesores. Identify and prioritize site improvement opportunities, partner with public and nonprofit organizations to obtain funding and/or volunteer efforts, and implement projects.

Priority: High

Responsibility: LG, TRB, EDO, CC, BIZ

Measurable Objectives:

- Complete at least five entrance, highway corridor, or parks/facilities improvements annually per region.
- Showcase improvements and resulting benefits at appropriate local, regional and statewide events.

Responsibility to track/report: Chambers of Commerce

8.2.c. Improve availability and visibility of public parking for visitors in downtown commercial areas. Travelers are more likely to stop and linger in a community downtown area if free public parking is available and well-marked with signs. To entice visitors to stop, designate and sign downtown visitor parking.

Priority: Medium

Responsibility: LG, CC, BIZ, TRB, EDO

Measurable Objectives:

- Complete parking visibility/availability improvements (including signage) in at least five communities per region annually.

Responsibility to track/report: Chambers of Commerce, MMS

## Goal 10: Build an effective “team” to implement the Strategic Plan, and report results.

Many different agencies and organizations are responsible for implementation of actions contained in this Strategic Plan. Successful achievement of the vision and goals depends on how these entities work together and communicate effectively.

### Action 10.1: Recognize Travel Montana as the “Team Captain” to communicate regularly with partners, and coordinate successful implementation of the actions in the Strategic Plan.

Travel Montana has lead responsibility for Strategic Plan coordination and monitoring, including communication with regions, CVBs, the Tourism Advisory Council, other state/federal agencies, tribes, elected officials, nonprofit organizations, businesses, and communities about Strategic Plan implementation status. It is incumbent upon Travel Montana and other partners to reach out to all areas of the state and engage them in the process, so they can benefit from it. Partners need to communicate with Travel Montana and report on implementation efforts within their area of responsibility.

Priority: High

Responsibility: TM, ALL

Measurable Objectives:

- Provide an annual report to all tourism/recreation industry partners, and to elected officials, with updates about progress on Strategic Plan objectives and projects.

Responsibility to track/report: Travel Montana

### Action 10.2: Create public/private/tribal partnerships for cooperative project implementation.

Partners identify ways that their respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.

Priority: High

Responsibility: TM, ALL

Measurable Objectives:

- Create at least two new partnerships in each region annually.

Responsibility to track/report: Regions, CVBs, MTRI, MTTA

### Action 10.3: Implement regular Strategic Plan discussion and reporting mechanisms in a variety of venues to ensure that actual tourism and recreation activities are aligned with Strategic Plan goals and actions.

10.3.a. Conduct annual Strategic Plan implementation workshops in each tourism region. Schedule annual implementation workshops in each region, with state/ federal agency and other partners invited, to discuss the status, challenges, and successes of implementation, and track actions, timeline and responsibilities in the plan. Ensure that all areas of the state are engaged in the process.

Priority: High

Responsibility: TM, ALL

Measurable Objectives:

- Conduct at least one implementation workshop per region annually.

Responsibility to track/report: Travel Montana, Regions, MTRI

10.3.b. Host an annual Strategic Plan discussion at the February Tourism Advisory Council meeting. Schedule 2+ hours at the February TAC meeting to discuss progress on Strategic Plan actions and report progress. Ensure that all state/federal agencies, tribal, and historic/cultural partners are invited.

Priority: High

Responsibility: TM, TAC, REG, CVB, MTRI, MTTA, NPO

Measurable Objectives:

- Conduct a Strategic Plan discussion with stakeholder representatives.

Responsibility to track/report: TAC, Travel Montana

10.3.c. Submit implementation updates on Strategic Plan actions for an annual report to the Tourism Advisory Council, Governor, and partners. Travel Montana will provide a user-friendly online form for all partners to report annually on Strategic Plan progress, successes, and challenges in their area of responsibility.

Priority: High

Responsibility: TM, ALL

Measurable Objectives:

- Create a user-friendly online form by June 2008 for reporting progress on Strategic Plan objectives and successes.
- Compile the Strategic Plan annual progress report, and distribute to TAC, Governor, legislature, and industry by January 30 annually.

Responsibility to track/report: Travel Montana

Action Table – Montana Tribal Tourism Alliance and Tribal partners				Priority	08	09	10	11	12	Lead	Partners
<b>Goal 1: Increase four-season tourism revenues statewide through effective marketing and promotions, focusing on high-value, low-impact visitors.</b>											
1.1	Implement highly targeted consumer advertising/promotion campaigns										
1.1.a	Expand partnerships with tourism businesses/attractions as co-op partners	H			MO					TM	REG, CVB, CC, BIZ, MTTA
1.1.b	Continue winter marketing, promoting Montana as a superb winter destination	H						MO		TM	MSAA, REG, CVB, BIZ, MTTA
1.1.c	Attend consumer travel shows targeting high value, low impact visitors	M								REG	CVB, BIZ, MTTA
1.1.d	Continue marketing to international travelers	M	MO		MO					TM	REG, CVB, BIZ, MTTA
1.2	Promote Montana to target groups/events, emphasizing off-peak season activities										
1.2.a	Amplify targeted marketing to attract groups, meetings, and conferences	H								CVB	REG, TM, BIZ, UNIV, MTTA
1.2.b	Work with local sports groups to attract sport events in off-peak season	H								CVB	NPO, CC, BIZ, REG, TM, TRB
1.2.d	Target travel media to increase visibility of MT as a leisure travel destination	H								TM	CVB, REG, BIZ, MTTA
1.2.e	Continue to target tour operators to bring tours/packaged vacations to MT	H								TM	CVB, REG, BIZ, MTTA
1.3	Collaborate with tourism marketing partners to plan/implement priority marketing efforts										
1.3.a	Host an annual marketing plan meeting to coordinate the marketing planning process	H								TM	TAC, REG, CVB, FWP, MHS, MDT, MAC, MHC, NPS, USFS, BLM, FWS, COE, MTTA, TIAM, MSAA
1.3.b	Implement the new Montana tourism brand	H								TM	REG, CVB, BIZ, MTTA, DOAg, FWP, DOC, MHS, MAC, MHC, DNRC
1.3.c	Conduct educational tourism workshops, presentations, and webinars	M								TM	REG, CVB, CC, MTTA
1.3.d	Create cooperative marketing campaigns between agriculture and tourism	L								TM	DOAg, REG, NPO, BIZ, MTTA
1.4	Improve Montana's Visitor Information System to extend visitor stays and spending										
1.4.a	Create a database inventory of Visitor Information System elements statewide	H		MO	MO					TM	REG, CVB, MTRI, MTTA
1.4.b	Establish criteria for officially-designated visitor information sites statewide	M			MO	MO				TM	MTRI, MTTA, CC
1.4.c	Provide advanced training for all VICs, including regional familiarization tours	H								TM	MTRI, REG, CVB, CC, BIZ, MTTA
1.4.d	Use technology to enhance visitor information and marketing efforts	M								TM	MTRI, MTTA, CC
1.4.e	Expand displays of MT destinations/products at all visitor locations statewide	M		MO						TM	MDT, DOC, MTTA, BIZ, CC, NPO, MEDA
<b>Goal 2: Attain public policy and citizen support for sustainable tourism and recreation.</b>											
2.1	Build awareness about new Montana Tourism Charter, geotourism, & tourism benefits	H								TM	REG, CVB, MTRI, MTTA, TIAM
2.2	Give effective presentations to policy makers about Montana tourism issues/benefits	H								TM	REG, CVB, MTTA, CC, TIAM, MIKA, MEDA
2.3	Change state law and rules to broaden eligibility for the Montana Byways program	M			MO					SG	MDT, USFS, BLM, TRB, CC, TIAM, NPO, MEDA
2.4	Address policy issues of note through collaborative efforts with all stakeholders	M								TAC	MTRI, TM, WSTPC, SG, TIAM, MEDA, MTTA, TRB

**KEY TO PARTNER CODES:** BIA=Bureau of Indian Affairs; BIZ=Business; BLM=US Bureau of Land Management; BOR=US Bureau of Reclamation; CC=Chamber of Commerce; COAM=Campground Owners Assn of MT; COE=US Army Corps of Engineers; CVB=Convention & Visitor Bureau; DLI=MT Dept of Labor & Industry; DNRC=MT Dept of Natural Resources & Conservation; DOAg=MT Dept of Agriculture; DOC=MT Dept of Commerce; DOR=MT Dept of Revenue; EDO=Economic Development Organization; FOAM=Fishing Outfitters Assn of MT; FWP=MT Fish, Wildlife & Parks; FWS=US Fish & Wildlife Service; ITRR=UM Institute for Tourism & Recreation Research; LG=Local Government (City, County); LO=Land Owner; MAC=MT Arts Council; MDT=MT Dept of Transportation; MEDA=MT Economic Developers Assn; MHC=MT Heritage Commission; MHS=MT Historical Society; MIBA=MT Indian Business Alliance; MIKA=MT Innkeepers Assn; MMS=MT Main Street; MNA=MT Nonprofit Assn; MOGA=MT Outfitters & Guides Assn; MSAA=MT Ski Areas Assn; MTRI=MT Tourism & Recreation Initiative; MTTA=MT Tribal Tourism Alliance; NPO=Nonprofit Organization; NPS=National Park Service; REG=Tourism Region; SBDC=Small Business Development Center; SG=State Government (Governor, Legislature); TAC=Tourism Advisory Council; TIAM=Travel Industry Assn of MT; TM=Travel Montana; TRB=Tribe; UNIV=University (MSU/Extension, UM, FVCC); USFS=US Forest Service; VIC=Visitor Info Center; WSTPC=Western States Tourism Policy Council

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Goal 3: Address management and access issues for sustainable recreation on private, state, and federal lands.											
3.5	Identify means to reconnect youth with the outdoors, linking to state curriculum standards			M						SG	MTRI, UNIV (Extension 4-H), TRB, LG, NPO, BIZ
Goal 4: Enhance and preserve Montana’s culture and history (historic sites, museums, art, music, etc.).											
4.1	Promote existing historic/cultural assets for the enjoyment of residents and visitors										
4.1.a	Use historic/cultural attractions as venues for conferences, events, and seminars			H						CVB	REG, BIZ, MHS, MHC, MAC, TM, MTTA
4.1.b	Develop artisan/craftsmen trails statewide to highlight history and culture			M			MO	MO		DOC	TM, MAC, MHS, UNIV, MTTA, REG, NPO
4.1.c	Enhance the state online calendar of arts/cultural/historic events			H			MO			TM	
4.1.d	Enhance MTTA and its marketing efforts			H						MTTA	TRB, MIBA, TM, REG
4.1.e	Plan and promote commemorations of historic events in Montana			M			MO	MO	MO	MHS	TM, MTRI, REG, CVB, NPO, BIZ, CC, TRB
4.2	Improve/maintain infrastructure, facilities and services to support heritage/cultural tourism										
4.2.a	Enhance the interactivity/quality of interpretive displays, programs, and facilities			H						MHS	MAC, FWP, NPS, USFS, COE, BOR, BLM, FWS, TRB, NPO
4.2.b	Augment tourism facilities/services & marketing on Montana Indian reservations			H						TRB	MTTA, TM, BIZ
4.2.c	Improve infrastructure at historic/cultural sites to expand visitation and seasons			M		MO				MHS	MHC, MTRI, NPS, FWP, TRB, MTTA, LG, TM (TIIP)
4.3	Continue efforts to preserve Montana tribal culture (stories, arts, language, etc.)										
4.3.a	Identify tribal fine arts, museums, etc. that create opportunities to learn/observe			H						MTTA	TRB, MIBA, MHS, MAC, DOC
4.3.b	Continue cultural site inventory on public lands and establish appropriate access			M						USFS	BLM, COE, FWS, NPS, BOR, DNRC, FWP, TRB
Goal 5: Support appropriate tourism business growth, including new tourism products and services for target customer markets.											
5.1	Cultivate opportunities to leverage private/public funds to create tourism products										
5.1.a	Create vacation packages/itineraries for off-peak season niche markets			M						BIZ	REG, CVB, TM, MTTA
5.1.b	Expand winter tourism products/activities (spas, arts/culture, tribal events, etc.)			M						BIZ	REG, CVB, TRB
5.1.c	Encourage use of Made/Grown-in-MT products by restaurants, markets, retailers, etc.			M						DOC	DOAg, BIZ, REG, CVB, TRB, EDO
5.2	Provide information about technical/financial assistance available to tourism businesses										
5.2.a	Distribute assistance information via tourism meetings, web sites, newsletters, etc.			M						TM	REG, CVB, SBDC, TRB, MTTA, EDO, NPO
5.2.b	Conduct entrepreneurship training for tourism businesses & “Indian-preneurs”			H						MTTA	SBDC, TRB, MIBA, BIA
Goal 6: Address tourism and recreation professional development, workforce availability, training, and affordable housing issues.											
6.1	Enhance professional development opportunities/requirements for tourism organizations										
6.1.b	Sponsor training for staff/volunteer board members of nonprofit tourism, recreation, historic, and cultural organizations and agencies			H						REG	TM, MHS, MAC, MHC, NPS, USFS, FWS, COE, FWP, MMS, MTTA, MNA
6.1.c	Enhance higher education programs for tourism/recreation careers			M		MO	MO			UNIV	MTRI, BIZ, NPO, MTTA

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6.2	Improve systems to augment Montana’s seasonal workforce for tourism and recreation										
	6.2.b	Increase seasonal workforce with volunteers and volun-tourists	M	MO						FWP	MHS, MHC, DLI, USFS, NPS, FWS, BOR, BLM, TRB, CC, TM
	6.2.c	Provide recognition awards for groups who volunteer for tourism/recreation projects	M		MO					MTRI	MTTA, TM
6.3	Encourage use of local incentives and federal funds for affordable workforce housing			M						LG	BIZ, CC, NPO, HUD, USDA, TRB
Goal 7: Improve Montana’s transportation system for both residents and visitors.											
7.3	Improve and maintain Montana roads and bridges			M						MDT	SG, LG, TRB
7.5	Expand bike/pedestrian trail systems among communities, and connections to trailheads			M			MO			NPO	MDT, FWP, USFS, FWS, BLM, TRB, LG, BIZ, LO
7.6	Develop a user-friendly handbook of information about the highway signing process			M		MO	MO			MDT	TM, LG, TRB, BIZ, MHS, MTRI
Goal 8: Enhance the “curb appeal” of Montana communities to attract visitors											
8.1	Increase the capacity of Montana communities to be more competitive in tourism										
	8.1.c	Support City/County planning and growth policies to preserve community character	H						MO	LG	TRB, EDO, CC, BIZ
8.2	Implement improvements to make Montana communities more visitor-friendly										
	8.2.a	Improve appearance of community entrances, commercial areas, and public parks	H							LG	TRB, EDO, CC, BIZ
	8.2.c	Improve availability and visibility of public parking for downtown visitors	M							LG	CC, BIZ, TRB, EDO
Goal 10: Build an effective “team” to implement the Strategic Plan, and report results.											
10.1	Recognize Travel Montana as ‘team captain’ to communicate/coordinate regularly with partners			H						TM	ALL
10.2	Create public/private/tribal partnerships for cooperative project implementation			H						TM	ALL
10.3	Implement Strategic Plan discussion/reporting to align activities with goals and actions										
	10.3.a	Conduct annual Strategic Plan implementation workshops in each region	H							TM	ALL
	10.3.b	Host annual Strategic Plan discussion at the February TAC meeting	H							TM	TAC, REG, CVB, MTRI, MTTA, NPO
	10.3.c	Submit updates on Strategic Plan implementation for Annual Report to TAC, etc.	H	MO						TM	ALL

**KEY TO PARTNER CODES:** BIA=Bureau of Indian Affairs; BIZ=Business; BLM=US Bureau of Land Management; BOR=US Bureau of Reclamation; CC=Chamber of Commerce; COAM=Campground Owners Assn of MT; COE=US Army Corps of Engineers; CVB=Convention & Visitor Bureau; DLI=MT Dept of Labor & Industry; DNRC=MT Dept of Natural Resources & Conservation; DOAg=MT Dept of Agriculture; DOC=MT Dept of Commerce; DOR=MT Dept of Revenue; EDO=Economic Development Organization; FOAM=Fishing Outfitters Assn of MT; FWP=MT Fish, Wildlife & Parks; FWS=US Fish & Wildlife Service; ITRR=UM Institute for Tourism & Recreation Research; LG=Local Government (City, County); LO=Land Owner; MAC=MT Arts Council; MDT=MT Dept of Transportation; MEDA=MT Economic Developers Assn; MHC=MT Heritage Commission; MHS=MT Historical Society; MIBA=MT Indian Business Alliance; MIKA=MT Innkeepers Assn; MMS=MT Main Street; MNA=MT Nonprofit Assn; MOGA=MT Outfitters & Guides Assn; MSAA=MT Ski Areas Assn; MTRI=MT Tourism & Recreation Initiative; MTTA=MT Tribal Tourism Alliance; NPO=Nonprofit Organization; NPS=National Park Service; REG=Tourism Region; SBDC=Small Business Development Center; SG=State Government (Governor, Legislature); TAC=Tourism Advisory Council; TIAM=Travel Industry Assn of MT; TM=Travel Montana; TRB=Tribe; UNIV=University (MSU/Extension, UM, FVCC); USFS=US Forest Service; VIC=Visitor Info Center; WSTPC=Western States Tourism Policy Council